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3 DEC 1979

MEMORANDUM FOR: Executive Committee Members

25X1 FROM : [REDACTED]  
Secretary, Executive Committee

25X1 SUBJECT : Minutes of Executive Committee Meeting,  
26 November 1979 [REDACTED]

1. The Executive Committee met on 26 November to discuss and reach decisions on the NAPA Project Group Report, Sections A-H, A Framework for the Agency Personnel System. (The DCI chaired the meeting; the DDCI and Messrs. Clarke, Dirks, McMahon, Wortman, [REDACTED] (for Lipton), and Ware were present; Messrs. Fitzwater and [REDACTED] attended as observers.) The Committee concurred with Mr. Carlucci's suggestion to reconvene on 5 and 6 December to complete deliberations on the Project Group's recommendations. The DCI emphasized the importance of this topic and urged that it be handled expeditiously. [REDACTED]

2. Mr. Fitzwater summarized Committee member and Office of Personnel comments submitted prior to the meeting on the recommendations in Sections A-H. A summary of the Committee's discussion and decisions follows. [REDACTED]

25X1 3. Section A: Scope and Limitations of the DCI's Authority. Regarding Recommendation A—that the General Counsel complete the Guide to Law of the Central Intelligence Agency within three months, and subsequently keep it current—[REDACTED] explained that it would be impractical to compile all Agency-related laws/regulations in this guide because it is unclassified. He also noted that because of constant changes, it could never be completely up to date. OGC could strive to do a better job of keeping it more current, but more than three months would be required to do so. The Committee agreed to approve Recommendation A with the modification of dropping the three-month deadline and charged the General Counsel with compiling and maintaining as current a guide as possible. It also agreed with Mr. [REDACTED] suggestion to bring Mr. Lansdale (retired from OGC) back on contract to assist in this task. The Committee disapproved Recommendation B, that senior managers periodically be required to read the guide. It approved Recommendation C, that the General Counsel be charged with developing a law review-style statement setting forth the philosophy of using the DCI's special authorities with the modification that OGC broaden its scope beyond the DCI's special authorities in personnel administration to include all special DCI authorities contained in Section 8 of the CIA Act. [REDACTED] 1334

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25X1 4. Section B: Criteria for Changes. In opposition to Recommendation A--that the Committee not accept the NAPA proposal for a written set of considerations for use in determining whether or not to adopt changes which stem from systems in other agencies--Mr. Clarke said he thought a checklist of such considerations could be useful. Mr. Fitzwater and others felt such a list would not be necessary and the recommendation was approved. The Committee also approved Recommendations B--that the Director of Personnel be charged with developing an impact analysis of proposed personnel policy changes--and C--that the DDCI use that impact analysis as the basis of his decisions and as a source of information for employees as appropriate. [ ]

25X1 5. Section C: Personnel Policy: Approval and Publication of Regulations. Mr. Fitzwater noted that Agency policy was clearly identified in only 90 percent of the [ ] series and agreed that the series should be reviewed and revised as stated in Recommendation A. Contrary to the recommendation, however, he said that he thought the revisions should be coordinated. The Committee approved of the recommendation with Mr. Fitzwater's suggested change. During a brief discussion on current procedures in drafting regulations and policy statements, Mr. Carlucci noted that any regulations or policy statements should be consistent with any Agency-wide Personnel Handbook that the Office of Personnel might devise in the future. The first part of Recommendation B--that the DCI or DDCI will continue to approve all new personnel policies or any changes in existing policies--was approved; the rest of the recommendation was deleted. [ ]

25X1 6. Section D: Authorities of the Director of Personnel. The NAPA team recommended that "the DCI/DDCI should give greater support to the Office of Personnel in the enforcement of the Office of Personnel control functions." The Project Group developed two options for doing so: (a) the DDCI issue a memorandum to senior Agency managers specifically delineating the control and enforcement functions to be performed by the Director of Personnel; and (b) organizationally transfer a portion of the Office of Personnel to the DCI level to perform four basic tasks--human resource analysis, position management, personnel planning, and personnel management evaluation. The Project Group recommended Option A. During the Committee's discussion, a modification of Option B was also suggested--organizationally transfer all of the Office of Personnel [ ] to the DCI level.

25X1 7. Messrs. Fitzwater and [ ] noted that the Office of Personnel had the necessary authority to do its job, but enforcement may have been weak in the past. Mr. [ ] suggested the office could do a better job. He did not feel the DDA ever hampered the office in its staff role to the DDCI/DCI, and the directorate also was a valuable source of resources for the Office of Personnel. The Director and Mr. Wortman noted recent trends in industry toward placing the personnel function at the top level of organizations. In response to Mr. Dirks' comment regarding the additional time the DCI/DDCI might consequently spend on

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25X1 personnel management issues, the DCI said that he and the DDCI already spend a great deal of time on personnel management matters, and he had the impression that senior business community officials spent considerably more time on these issues than Agency senior managers did. Messrs. McMahon and Wortman noted that placing the personnel function at the DCI level would send a clear signal to employees of the importance the DDCI/DCI place on personnel management/policy issues. Mr. McMahon, however, did not think such an organizational change would have any other beneficial effects. Mr. Ware saw several potential advantages to such a change: a neater Agency organizational structure; greater attention being given to personnel management; removing the Office of Personnel from the DDA chain of command; and more clout for the affirmative action program. Messrs. Clarke, McMahon, and [ ] noted several potential disadvantages: possible additional layers of duplication; separating Personnel from other Agency support functions; the career services losing their "court of appeals" on personnel matters; and a possible signal that an organizational shift to the DDCI/DCI level is considered the only way to strengthen the Agency's personnel management system. The DCI said that he favored the organizational transfer for two main reasons: it would alert employees to the importance senior managers placed on personnel management and at the same time ensure that those managers devoted more time to this area, and it would accelerate progress toward realizing the "one-Agency" concept. In response to Mr. Dirks' question, the DDCI and DCI said that if the Personnel function were moved to the DCI level, the positions would probably be incorporated into the E Career Service, possibly providing more flexibility for E careerists. Mr. Carlucci asked Committee members to provide Mr. Fitzwater by 3 December their views on the pros and cons of moving part (Option B) or all (additional option surfaced during the meeting) of the Office of Personnel to the DCI level. He also asked Mr. Fitzwater to analyze those views, incorporating any of his own, and report back to the DDCI/DCI on 5 December. [ ]

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8. Section E: Role of Personnel Officers. Mr. Carlucci said that he did not think the Project Group recommendations--having component managers and the Director of Personnel clearly delineate the roles of component personnel officers--adequately dealt with the fundamental question of the appropriate balance between personnel officers and line managers. He noted he and the DCI thought more weight should be given to the personnel officers. Mr. McMahon contended that career management was the responsibility of the deputy directors. He noted that if the DCI/DDCI establish personnel policy, the deputy directors are responsible for carrying out that policy. Committee members highlighted the roles and functions of component personnel officers, panels, and line managers. The Director said that he felt a need for a mechanism to assist him in developing Agency personnel policy and ensuring that such policy was implemented properly and consistently across the Agency. He and the DDCI suggested that Mr. Fitzwater could chair a personnel policy board consisting of the career management officers from each career service to perform these functions and report to the Executive Committee. As an

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example, the DCI noted that he would particularly welcome help from such a board on the issue of Agency-wide vacancy notices. Mr. McMahon said that he was opposed to Agency-wide notices for DDO positions. The Director said exceptions could be made, but doing so would be a policy decision that should be made at the DCI level. (The Director left the meeting at this point.) Mr. Carlucci summarized his and the Director's concerns regarding what they saw as a need for a broader career planning focus in the Agency. The Committee approved the two Project Group recommendations in Section E and charged Mr. Fitzwater with developing a paper on a personnel policy board as described by the DDCI/DCI. [REDACTED]

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9. Section F: Office of Personnel Focal Point for Component Personnelists. The Committee approved the recommendation that an Office of Personnel focal point for operations not be created. Mr. Carlucci, however, requested that the Office of Personnel issue an updated functional directory. [REDACTED]

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10. Section G: Office of Personnel Operational Activities. The Committee agreed with Mr. Carlucci's suggestion to delete the recommendation that operations now carried out in the Office of Personnel not be delegated to directorate personnel officers. They did not think the recommendation would allow enough flexibility. [REDACTED]

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11. Section H: The "E Career Service." The Committee approved the recommendation that the E Career Service be retained. [REDACTED]

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12. Mr. Carlucci adjourned the meeting. [REDACTED]

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cc: D/Personnel  
Ch/E Career Service

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